



**Headquarters Iowa National Guard
Office of the Adjutant General
Camp Dodge
7105 NW 70th Avenue
Johnston, Iowa 50131-1824**

NGIA-TAG

4 January 2010

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Strategic Planning Guidance - Training Years 2010-2015

1. References.

- a. FM 3-0, Operations, February 2008.
- b. AFFD 2, Operations and Organization, 3 April 2007.
- c. JP 3-0, Joint Operations, 13 February 2008.
- d. FM 7-0, Training for Full-Spectrum Operations.
- e. National Guard Regulation 500-1, National Guard Domestic Operations.
- f. Army Communities of Excellence FY-10 Iowa Submission, 10 July 2009.

2. Purpose: This five year strategic planning guidance represents the Iowa National Guard senior leadership's vision, values, objectives, core competencies, and priorities. This long-range guidance is designed to align Iowa National Guard strategic objectives with operational objectives, and is meant to provide a framework for planning across the organization.

3. Mission: The Iowa National Guard Trains, Mobilizes, Deploys, Sustains and Reconstitutes Units, Providing Ready Forces in Defense of our Nation, State, and Community.

4. Strategic Vision: To Be An Organization of Excellence Dedicated To Providing a Ready, Full Spectrum, Joint Capable Force, Serving our Nation, State, and Community.

a. "Organization of Excellence". The organization must adopt a culture of operational and strategic excellence. Strategic excellent cultures are based upon constant future planning, based upon strategic analyses, and improvements in organizational development. Operationally excellent cultures are based upon constant improvement of systems, procedures, processes and service, along with the quality of all Soldiers and leaders, all managed by knowledge derived from information and data that is fact-based. The strategic alignment of human capital is absolutely a key step in becoming an organization of excellence.

b. "Ready". In support of or Federal, State, and Community missions, our ability to provide manned, trained, and equipped army and air units is the primary measure our readiness. Readiness includes the imperative that we continued to grow and develop adaptive leaders with the ability to conduct full spectrum operations. Readiness fundamentals must also include Family Readiness, and alumni, employer and community support. The Iowa National Guard must maintain the right mix of Army and Air force structure that enables us to provide the full spectrum of capabilities necessary to achieve our

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Federal, State, and Community missions and to provide training and facilities in support of those missions.

c. "Full Spectrum". We are facing an era of persistent conflict where the character of conflict is more likely to feature hybrid threats - diverse combinations of irregular, terrorist, criminal, and conventional forces employed asymmetrically to counter our strengths - than the formidable state armies our current strategic leadership grew up preparing to engage. The Iowa National Guard needs to operationalize the new doctrine to deal with this environment, and to train and educate our units, Soldiers, civilians, and leaders to prevail in that environment. Our doctrine states that army formations will simultaneously conduct Offense, Defense, and Stability or Civil Support operations to achieve decisive results across the spectrum of conflict. Together, these factors will require us to adapt how we think about training if we are to truly build units and leaders capable of full-spectrum operations.

d. "Joint Capable Force". Joint speaks to the synergy of the combined air and land capabilities of the Iowa National Guard, synchronized by a trained Joint Staff, capable of commanding and controlling military resources in support of our State or Homeland Security Missions. It also speaks to the imperative to continue to grow and develop adaptive leaders with the ability to conduct Joint, Interagency, Inter-service, and Multinational (JIIM) Operations.

e. "Serving our Nation, State and Communities". In its traditional federal role, the Iowa National Guard provides ready units in support of OCONUS full spectrum military operations. In national emergencies or Homeland Security missions, the Iowa National Guard provides ready units in state active duty, Title 32, or Title 10 status. Additionally, the Iowa National Guard provides training and facilities in order to enhance the readiness of federal, state, and community entities nationwide.

5. Our Values: Loyalty, Duty, Respect, Selfless Service, Honor, Integrity, Personal Courage, Organizational and Cultural Diversity, Excellence, and Transparency.

6. Iowa National Guard Strategic Approach. Our strategic approach is organized around the following Priorities and Focus Areas.

a. Priorities: Priorities provide a list of requirements that must be accomplished for long term organizational success.

Priority 1. Maintain our Organizational Readiness.

Priority 2. Provide Trained Warfighters and Airmen.

Priority 3. Develop Soldiers, Airmen, and Leaders (Our Center of Gravity).

Priority 4. Care for Soldiers, Airmen, Families, and Employers.

Priority 5. Provide a Joint Domestic Response.

Priority 6. Adapt and transform for Future Success.

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b. Focus Areas: Focus areas provide areas for action that must be accomplished to achieve the mission statement and leadership's vision.

Focus Area 1: Training Management Excellence.

Focus Area 2: Recruiting and Retention programs.

Focus Area 3: Create an Equal Opportunity Culture.

Focus Area 4: Strategic Communications and Knowledge Management.

Focus Area 5: Joint Staff Operations and Qualification.

Focus Area 6: Recruit Sustainment Program Excellence.

Focus Area 7: Societal Responsibilities.

Focus Area 8: Resource Management.

Focus Area 9: Mobilization and Redeployment Support.

Focus Area 10: Joint Soldier & Airmen Support Services.

Focus Area 11: Leader Development and Mentorship Program.

Focus Area 12: Leverage Iowa's Capabilities & Opportunities.

Focus Area 13: Building State Partner Capacity.

7. Iowa National Guard Strategic Objective: A Sustainable Organization that deploys fully trained JIIM forces and is seen as a Center of Excellence¹ for Knowledge Management, Technology, Facilities, Manning, Training Management, Simulations, and Human Capital Development².

a. Center of Excellence: A center of excellence is a team that promotes collaboration and using best practices around a specific focus area to drive business results.

b. Human Capital Development: Human capital development is the processes and programs to build the Knowledge, Skills, and Abilities required to accomplish the tasks of the organization, acquired through training and experience, which increase and sustain the current and future readiness of the Iowa National Guard. This includes all statuses of unit members, employees, volunteers, and contractors. It is also an understanding that we are not only an organization to be a part of, but also one all Guardsmen are proud to be from - our alumni are a source of institutional knowledge that will continue to be leveraged even after they have physically left the organization.

8. End State Objectives: In order to achieve our overarching strategic objective, we must accomplish Six End State Objectives:

a. OBJECTIVE 1: Senior Leaders¹ trained and educated and fully functional² in a JIIM³ environment.

1) Leaders: Leaders are anyone who by virtue of assumed role or assigned responsibility inspire and influence people to accomplish organizational goals. Leaders motivate people both inside and outside the

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organization to pursue actions, focus thinking, and shape decisions for the greater good of the organization, our state and our nation. Leaders are categorized as Direct, Operational, or Strategic Leaders.

2) Fully Functional: Has the knowledge, skills, and abilities to operate in a full-spectrum environment.

3) JIIM: Joint, Interagency, Intergovernmental, and Multinational.

b. OBJECTIVE 2: Force Structure sustained¹ through upcoming Programmatic Changes and Transformation (Sustained Ready Forces²).

1) Sustained: Maintain the ability to accomplish both federal and domestic missions without significant loss of equipment, manpower, or balance of forces required to maintain relevance for both expeditionary and domestic response missions.

2) Sustained Ready Forces: Units that are Manned, Trained, Equipped, and Deployable within required time frames, able to accomplish their assigned mission.

c. OBJECTIVE 3: Processes created and disseminated to appropriate levels to evaluate and adapt¹ to meet future manning, equipping, training, deploying, sustaining, and C² requirements.

Evaluate and Adapt: Analyze through a fact based process and implement change in individual or organizational behavior.

d. OBJECTIVE 4: Full Time Work Force¹ sustained without loss of functionality through long term deployment cycles.

Full Time Work Force: The Full Time Work Force includes AGR, Federal Technicians, Department of Public Defense Employees, State Employees, and contracted individuals working in direct support of the Iowa National Guard.

e. OBJECTIVE 5: Learning organization¹ representative of the states demographics and culture², responsive to societal requirements³, that leverages⁴ civil-military partnerships.

1) Learning Organization: Organizational behavior that embeds and encourages the processes of evaluating, adapting, and growing.

2) Demographics and Culture: Characteristics Iowa's population, population segments, values, and aspirations.

3) Societal Requirements: Societal Requirements may include conservation of resources, strengthening communities, ethical behavior (both moral and fiscal), and providing a workplace environment that protects against harassment, abuse, injury, and unfair labor practices.

4) Leverage: Through a small initial investment of time and effort, gain a much greater return.

f. OBJECTIVE 6: Facilities¹ aligned with future demographics, with processes in place to adapt to future requirements² / shifts / customer needs.

1) Facilities: *Physical locations with a specific function.*

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2) Future Requirements: *Likely needs that will exist in time and endure over time.*

9. Lines of Operations: To reach these 6 Objectives, we have organized them into 6 Lines of Operations with subordinate lines of operations and objectives.

a. Line of Operations 1: Soldier, Airman and Leader Development:

1) LOO 1.1: New Leader Development (Tactical) - Fully Trained Member, technically and tactically proficient, prepared to transition to higher leadership role.

2) LOO 1.2: Junior Leader Development (Tactical to Operational)- Fully trained, tactically proficient leader with needed professional and civilian education, educated, evaluated, and validated on mission analysis processes and training management systems, prepared to assume Senior Leader roles.

3) LOO 1.3: Senior Leader (Operational to Strategic) JIIM Capable, Joint trained and educated leaders with a balanced mix of Command, Staff (at BN/Squadron and MSC), and Joint and/or JIIM experiences.

4) LOO 1.4 Process Checks and Improvements: Processes in place that take into account alignment of organizational needs, Joint and inter-branch opportunities, and educational needs in a Plan, Do, Check, Act (PDCA) cycle. In addition, we must continue to evaluate and refine how we mentor and develop our entry-level, mid-level Officers, Warrant Officers, and NCOs to function as organizational leaders. We will most likely recruit from entry level Guardsmen the next senior leaders within our organization. It is our task to develop them and prepare them for the future.

a. Line of Operations 2: Ready Forces:

1) LOO 2.1: Man 100% Manned, P1 deployable, with force structure sustained through ongoing deployment cycles. Maintaining a force structure allowance between 7100 and 7200, focused on "quality boots" for the Army, and a force structure allowance of approximately 2000 for the Air.

2) LOO 2.2 Equip: 92% Operational Readiness rate of assigned equipment, Equipment fielding synchronized with other Subordinate LOE's. Our goal for every unit within the force is to provide 90% of unit authorized equipment and maintain an equipment maintenance readiness rate of 92% or above.

3) LOO 2.3 Train: 95% DMOSQ (less IET), with processes in place that are able to react to COCOM and/or State requirements. All Iowa National Guard units must be prepared on short notice to deploy to an area of operations and conduct military operations in support of National and State missions. Safety and Risk Management. We have always believed that tough and realistic training is the best welfare we can provide to Soldiers and Airmen. However, tough training does not mean unsafe training. Both Safety and Risk Management are training imperatives.

4) LOO 2.4 Deploy: Ready responsive forces and processes capable of responding to long term overseas deployments and joint domestic response missions. For our federal mission, our units will mobilize into T10 status at

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C1, S1, and T2. For our domestic mission, units will mobilize 50% of available combat power within 24 hours, and 90% of available combat power within 48 hours.

5) LOO 2.5 Sustain: Soldiers and Airmen that remain active members in the organization throughout a continuous cycle of deployments and requirements for joint domestic response. Our goal is to ensure that processes and programs are in place to provide necessary Joint Services to our Soldiers and Airmen, their families, and our Alumni. We also are prepared to provide advocacy for family and employee support issues throughout a member's career. This includes Family Support and Family Reintegration Programs, as well as sustaining our safety, risk management, and diversity programs, the physical, mental, and spiritual state of all our Soldiers and Airmen, support for their employers, families. In addition we will continue to pursue opportunities to attain quality benefits and support for Soldiers, airmen and their families. Our Family Support and Family Reintegration Programs will continue to receive emphasis and resources. These will include the state funded program Enduring Families, NGB funded program Marriage Enrichment, and the Youth program. Our full-time Chaplain is based at Camp Dodge and his emphasis will continue to be providing spiritual guidance and counseling to Soldiers and families in need. In addition, taking care of families and retiree's also including providing Dependant ID Cards, assisting with DEERS enrollment, and TRICARE issues.

c. Line of Operations 3: Process Improvement; Evaluation of Macro Processes: Identification of strategic needs, trends and metrics as well as the dissemination of training and the linkage between processes and cultural changes. At the strategic and operational level, the Baldrige Performance Improvement Process is our guide to being an organization of excellence. At the operational and business process level, the Military Decision Making Process or an Effects Based Approach / Targeting cycle should be used to achieve and improve organizational results. We must manage by fact. Metrics, Measures of Effectiveness, and Measures of Performance will be included in our processes where appropriate.

d. Line of Operations 4: Full Time Workforce Capability and Capacity:

1) LOO 4.1: Directorate to G-Staff Transition. Mindset change from "program manager" to operational staff. Planning and integration functions across staff in place, and the clear movement towards fully collaborative processes.

2) LOO 4.2: Business Process Improvement: Workforce capable of analyzing own processes for effectiveness and efficiency and how their processes nest into the organization's vision. Employees capable of analyzing best practices of other organizations and adopt or adapt.

3) LOO 4.3: Employee Development: A sustainable system that identifies and matches the right employee with the right job, status, and required training across the whole organization and across LOEs 1 & 2 in order to sustain institutional knowledge and innovations (AGR, Technician, IA Department of Public Defense employees, Volunteer, and "Direct Support" contractor development).

e. Line of Operations 5: Organization of Excellence:

1) LOO 5.1: Structural and Conceptual Knowledge Management. Adaptive capabilities across the IANG that facilitate collaboration and

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cooperation and share lessons learned in support of all military and functional areas. We must address technological change not only in hardware and software, but how we communicate with our Soldiers and airmen and how we share and pass along information.

2) LOO 5.2: Functional and Conceptual Alignment with a PDCA methodology. An organization aligned structurally to be adaptive and responsive to the Current Operating Environment and requirements. We must continually look at ways to innovate in order to meet future challenges within our organization.

3) LOO 5.3: Community and Societal requirements / stewardship and interaction. An organization reflective and responsive to the greater community aligning with our core values. The Iowa National Guard will continue to provide support and programs in order to enhance the well being of our citizens. For example, the Midwest Counter Drug Training Center provides a direct benefit not only to Iowa's communities, but to law enforcement organizations across the United States. Programs like this in turn provide continued Relevance for our organization and funding and job opportunities for our Soldiers and airmen. Community Support also means support to our alumni, and possibly in the future, services to families and retirees from all DOD components. Improving our Diversity continues to be a priority for the Iowa National Guard. Our goal is to mirror the communities in which we serve. We support the state and federal efforts on diversity for our civilian workforce. We are committed to continued education and emphasis regarding Diversity. We are also committed to increased community relations and Employer Support of the Guard and Reserve (ESGR). The Iowa National Guard will continue to provide growth support to ESGR ensuring the success of this critical program. Our five year objective includes expanding full-time ESGR support and ensuring a representative is assigned to each AA unit.

4) LOO 5.4: Civil-Military and Military-Military partnerships and Tenant Product Enhancement. An innovative organization able to learn from Military and Civilian partners and that is capable of rapidly meeting the needs of the customer through our products, from both our deployable Soldiers and Airmen as well as services provided by our tenant organizations on Camp Dodge; NMTC, RTI, BCTC, etc. This means continuing the Iowa National Guard tradition of standing up and accepting new technology, programs, and opportunities when they coincide with our objectives. Included in this is working with appropriate business and educational institutions to achieve ongoing innovation.

f. Line of Operations 6: Facilities and Infrastructure.

1) LOO 6.1: "Macro Basing": Array of facilities that have taken into account demographic trends and interagency plans throughout the state. We consider the entire State of Iowa our installation (Fort Iowa). Our goal is to continue to procure resources to construct new armories and renovate armories and air base facilities. Infrastructure also includes state-of-the-art small arms ranges, simulator centers, maintenance support facilities, barracks, and training areas to support squad level up to battalion level maneuver training. Our Long Range infrastructure goals include developing Camp Dodge as a Training Center of Excellence by modernizing ranges, training areas, enhancing the MOUT Site, and continuing to develop simulation centers and fixed facilities. We currently have a deficit in our required training area space which directly affects our capability to provide trained and ready forces for both our Federal and State missions. In an effort to close the

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delta between our current training area and our identified training area requirements, we will continue to explore all avenues for training area growth. Additionally, as part of this, we will continue to seek opportunities with additional partners and institutions.

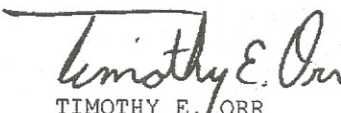
2) LOO 6.2: Fort Iowa "Micro" Facility Requirements. We need an echelon of facilities that meets the needs of the Iowa Guardsman, family, Alumni, and community, maximizing Civil-Military and Military-Military partnership opportunities within an operating environment of restrictive resourcing.

3) LOO 6.3: Process Checks and Improvements. Processes in place that take into account alignment of organizational needs, Joint and inter-branch opportunities, and community needs in a PDCA cycle. Because the timeline for funding facilities and infrastructure is dependent upon outside agencies, it is critically important for us as an organization to continuously review and update plans as well as communicate with stakeholders within our State and communities.

10. In order to translate the above Lines of Operations into action plans, the Army and Air Staffs will develop operational guidance. This guidance will include Measures of Effectiveness and Measures of Performance for each subordinate Objective within each subordinate Line of Operations as it applies to the key processes of the respective staff. Operational Guidance will be developed annually, and measures of performance will be briefed quarterly.

11. The Iowa National Guard operates in a complex, dynamic environment. We will continue to review and refine our strategy and processes. Executing, measuring, and evaluating our progress is not only the formula for future strategic and operational success, but it will allow us to achieve the vision, "To Be An Organization of Excellence Dedicated To Providing a Ready, Full Spectrum, Joint Capable Force, Serving our Nation, State, and Community".

12. POC is MAJ Mark Coble, Assistant Strategic Planning Officer at (515) 252-4081, DSN 431-4081, or e-mail mark.coble@us.army.mil.



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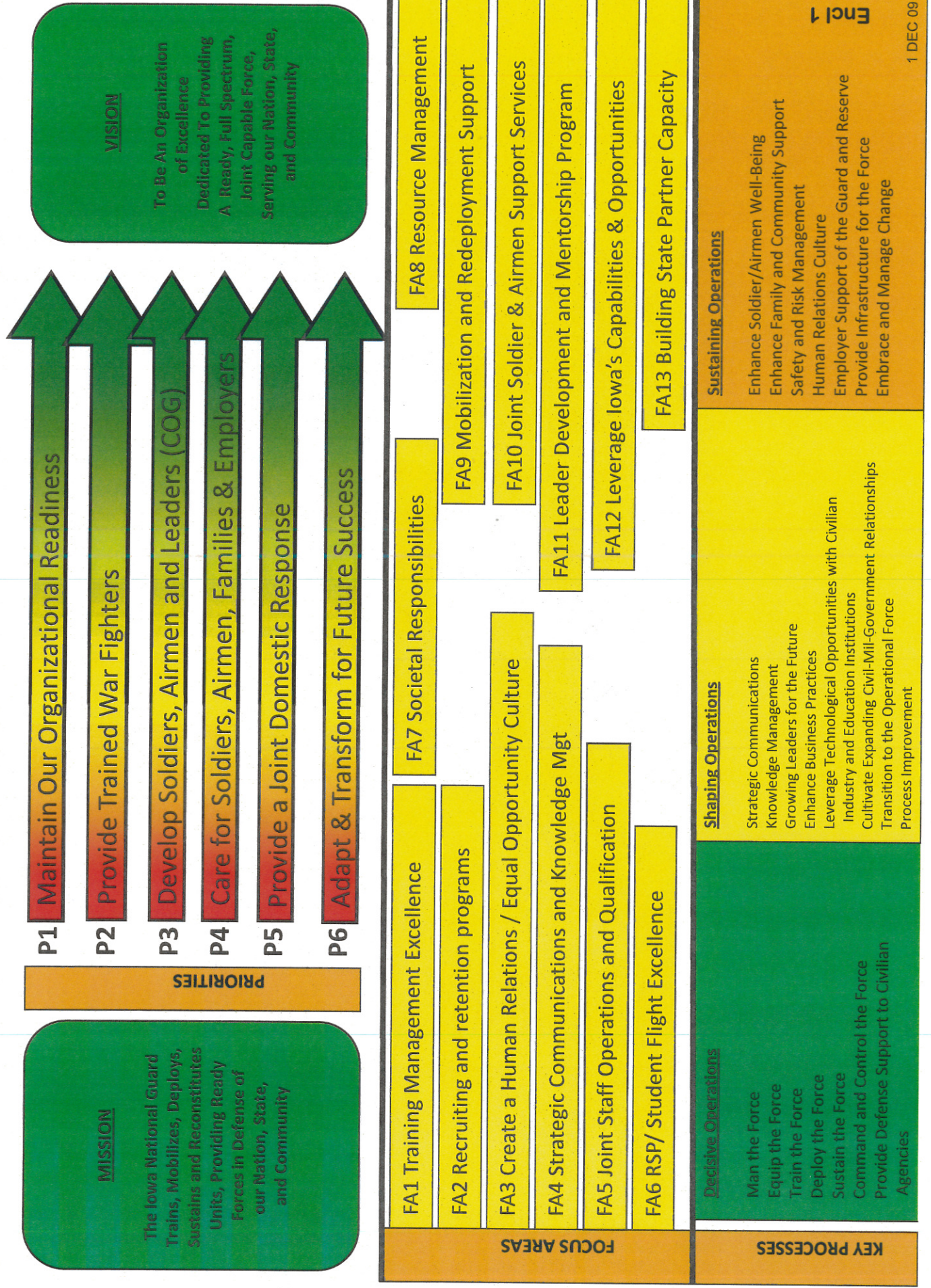
Encl:

1. Campaign Plan TY 2010-2015
2. Guidance on Definitions
3. Leader Development Guidance

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IOWA NATIONAL GUARD "CAMPAIGN PLAN TY 2010-2015"



ENCLOSURE 2 (Guidance to Doctrine and Definitions) to Iowa
National Guard Joint Strategic Planning Guidance - Training
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1. References.

- a. JP 1-02 *Department of Defense Dictionary of Military and Associated Terms*
- b. FM 1-02 *Operational Terms and Graphics*
- c. AFFD 1-2 *Air Force Glossary*
- b. FM 3-0, *Operations*, February 2008.
- b. AFFD 2, *Operations and Organization*, 3 April 2007.
- c. JP 3-0, *Joint Operations*, 17 September 2006, Change 1, 13 February 2008
- d. FM 7-0, *Training for Full-Spectrum Operations*
- e. National Guard Regulation 500-1, *National Guard Domestic Operations*.

2. Purpose. This annex is prepared to provide guidance for training and definitions to ensure a common understanding of key terms used within this document. Warfighters require a common lexicon of unique military terms essential to explaining, understanding, and writing doctrine. This common lexicon, reached by familiar definitions, is fundamental to conducting efficient and effective Joint Operations. All service members should be able to clearly articulate their thoughts, ideas, and commands to each other by using a common operational language.

3. Applicability. As the organization moves towards increasing levels of joint doctrine, increasing numbers of terms with a specific meaning within joint doctrine will be used. As a matter of method and in order of precedent, terms will be taken first from Joint Doctrine, then Army Doctrine, then Air Force Doctrine, then National Guard Bureau Regulations, then explained in depth if they have no doctrinal equivalent. Doctrinal terms, for the most part, are prescriptive, other terms not listed in doctrine are, by necessity, descriptive.

4. Definitions. The following terms (in alphabetical order) are essential to understanding the focus of the organization's operational activity in the coming years.

- a. Effect: 1. The physical or behavioral state of a system that results from an action, a set of actions, or another effect. 2. The result, outcome, or consequence of an action. 3. A change to a condition, behavior, or degree of freedom. (JP 3-0)
- b. Effects-Based Operations: operations that are planned, executed, assessed, and adapted to influence or change systems or capabilities in order to achieve desired

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outcomes. EBO encompasses *planning, execution, and assessment*.

- c. Full-Spectrum Operations : Army forces combine offensive, defensive, and stability or civil support operations simultaneously as part of an interdependent joint force to seize, retain, and exploit the initiative, accepting prudent risk to create opportunities to achieve decisive results. They employ synchronized action-lethal and nonlethal-proportional to the mission and informed by a thorough understanding of all variables of the operational environment. Mission command that conveys intent and an appreciation of all aspects of the situation guides the adaptive use of Army forces. (FM 3-0, Chapter 3)
- d. Joint: Connotes activities, operations, organizations, etc., in which elements of two or more Military Departments participate. (JP 1)
- e. Interagency: United States Government agencies and departments, including the Department of Defense. See also interagency coordination. (JP 3-08)
- f. Intergovernmental: An organization created by a formal agreement (e.g. a treaty) between two or more governments. It may be established on a global, regional, or functional basis for wide-ranging or narrowly defined purposes. Formed to protect and promote national interests shared by member states. Examples include the United Nations, North Atlantic Treaty Organization, and the African Union. Also called IGO. (JP 3-08)
- g. Line of Effort: A *line of effort* links multiple tasks and missions using the logic of purpose-cause and effect-to focus efforts toward establishing operational and strategic conditions. Lines of effort are essential to operational design when positional references to an enemy or adversary have little relevance. Commanders use lines of effort to describe how they envision their operations creating the more intangible end state conditions. These lines of effort show how individual actions relate to each other and to achieving the end state. Commanders at all levels may use lines of effort to develop missions and tasks and to allocate resources. Commanders may designate one line of effort as the decisive operation and others as shaping operations. Commanders synchronize and sequence related actions along multiple lines of effort. Seeing these

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relationships helps commanders assess progress toward achieving the end state as forces perform tasks and accomplish missions. (FM 3-0, Chapter 6)

- h. Line of Operations: 1. A logical line that connects actions on nodes and/or decisive points related in time and purpose with an objective(s). 2. A physical line that defines the interior or exterior orientation of the force in relation to the enemy or that connects actions on nodes and/or decisive points related in time and space to an objective(s). Also called LOO. (JP 3-0)
- i. Measure of Effectiveness: A criterion used to assess changes in system behavior, capability, or operational environment that is tied to measuring the attainment of an end state, achievement of an objective, or creation of an effect. Also called MOE. See also combat assessment. (JP 3-0)
- j. Measure of Performance: A criterion used to assess friendly actions that are tied to measuring task accomplishment. Also called MOP. (JP 3-0)
- k. Multinational: Between two or more forces or agencies of two or more nations or coalition partners. See also alliance; coalition. (JP 5-0)

ENCLOSURE 3 (National Guardsman Development Guidance) to Iowa National Guard Joint Strategic Planning Guidance - Training Years 2010-2015

1. References.

- a. FM 6-22 Army Leadership
- b. AFDD 1-1 Leadership and Force Development
- c. FM 7-0, Training for Full-Spectrum Operations

2. Purpose. Provide strategic guidance for our leadership and the development of our Soldiers, Airmen, and Leaders, and provide guidance for the creation of a common operating picture that transcends service culture and identifies core leader competencies across the organization.

3. Applicability. An analysis of my priorities within our organization's campaign plan demonstrates that the "Development of Soldiers, Airmen and Leaders" contributes to each and every other priority within the State. It also informs the focus areas of "Training Management Excellence", "Joint Staff Operations and Qualification", and "Leader Development and Mentorship Program"

4. Scope. This document provides guidance for Iowa National Guard leaders in fulfilling my directive of developing themselves and their subordinates for future missions. It ensures leaders at every echelon throughout the organization have a baseline for preparing themselves and their forces to conduct operations. This is essential for success in the highly flexible and rapidly responsive environment in which the Iowa National Guard routinely engages either independently (within Joint Domestic Response) or as a component of a joint/multinational task force forward deployed in a Theater of Operations.

5. Doctrinal Foundation: My guidance is built from a doctrinal foundation that crosses service cultures:

a. Our organization will prepare our members for leadership by optimizing experiences and skills to provide an effective understanding of the appropriate levels of the organization and by developing capabilities and, through education, training, and experience, produce skilled, knowledgeable, and competent members who can apply the best tools, techniques, and procedures to produce a required operational capability to meet those challenges.

b. The abilities of a leader, which are derived from innate capabilities and built from experience, education, and training, can be improved through deliberate development.

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c. The organization's core values are a statement of those institutional values and principles of conduct that provide the moral framework within which all activities take place. These are developed alongside intellectual development.

d. Leadership skills needed at successively higher echelons in the organization build on those learned at previous levels.

e. Individual development is a series of experiences and challenges, combined with education and training opportunities that are directed at producing members who possess the requisite skills, knowledge, experience, and motivation to lead and execute the full spectrum of missions.

f. Our organization as a learning organization, harnesses the experience of its people to improve the way it operates. Based on their experiences, learning organizations adopt new techniques and procedures that get the job done more efficiently or effectively. Likewise, they discard techniques and procedures that have outlived their purpose. Learning organizations create a climate that values and supports learning in its leaders and people

5. Foundations within the Organization : There are three major actions that provide the foundation for Soldier, Airman and Leader development within our organization: Educate, Assess, and Counsel.

a. Educate. We will foster a climate of individual growth as defined by the lifelong learning concept. Lifelong learning is the individual lifelong choice to actively and overtly pursue knowledge, the comprehension of ideas, and the expansion of depth in any area in order to progress beyond a known state of development and competency (FM 7-0). Education within the organization has many aspects; 1) Institutional education that is mandated by a career pathway within the specific service, or for future assignment and promotional opportunities as specified by the service. 2) Organizational education that is conducted by the organization to meet the training requirements of its members. It augments institutional education and complements it to ensure that all members are prepared for the tasks assigned. All subordinate organizations are required to complete a needs assessment process for organizational education and request assistance, as required to meet their organization's educational goals. These assessments should be synchronized with the State training calendar and the ARFORGEN and AEF deployment cycle calendars. 3) Self-Education which is partly mandated as a

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requirement for promotion and also a major aspect of lifelong learning. Because of funding constraints, for most of the force, many of the aspects of joint and interagency domain will be covered within organizational and self education. Education will continue to serve as one discriminator for promotion within the organization.

b. Assess. Leaders will have numerous roles and responsibilities throughout their time spent serving. Some will be commanders, staff officers, or senior civilians. Some will serve as platoon sergeants or first sergeants. Others will be recruiters and instructors, leading through example, and seeking out and training tomorrow's leaders. Duty assignments may include time on a joint task force or as the member of a team seeking answers to future challenges. Whatever their role, our organization's leaders must have the character, presence, and intellect to do whatever is asked of them. Selection of future leaders within the organization for the most part is through the development of subordinates and validation of key leadership positions and duties per the needs of the organization.

We will nurture the growth of future leaders in our organization through selection of individuals that lead by personal example and consistently act as good role models through a dedicated lifelong effort to learn and develop. These leaders achieve excellence for their organizations when followers are disciplined to do their duty, committed to our organization's values, and feel empowered to accomplish any mission, while simultaneously improving their organizations with focus towards the future. As their careers unfold, our leaders realize that excellence emerges in many shapes and forms. The Iowa National Guard cannot accomplish its mission unless all members; Soldiers, Airmen, and civilians accomplish theirs. Each of their roles and responsibilities is unique, yet there are common ways in which the roles of various types of leaders interact. Every leader in the organization is a member of a team, a subordinate, and at some point, a leader of leaders. How a leader communicates and interacts within this duty assignment is indicative of that leader's capability to excel within positions of greater responsibility. Validation of developmental assignments, joint, interagency, intergovernmental, or multinational experiences and completion of duty positions of higher responsibility and authority over the career of a leader will be key discriminators for selection for both higher level education and selection for promotion.

c. Counsel. Key to Counseling is the development of subordinates. Good leaders strive to leave an organization

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better than they found it and expect other leaders throughout the organization to do the same. Leaders can create a positive organizational climate, prepare themselves to do well in their own duties, and help others to perform well. Good leaders look ahead and prepare talented subordinates and civilians to assume positions of greater leadership responsibility in their own organization and in future assignments. They also work on their own development to prepare for new challenges.

Integral to Counseling is developmental counseling and individual subordinate assessment. But Counseling does not stop there. Targeted organizational developmental programs, structured self-education programs, and the provision of adequate time and effort to develop individual subordinates and build effective teams are intrinsic to a mature Counseling process. Success demands a fine balance of teaching, counseling, coaching, and mentorship.

Counseling transcends echelon and is a chain that links the highest leaders within the organization to the newest member. Counseling, when done well; selflessly and with the focus on the team not on the leader, creates a positive environment that fosters teamwork, promotes cohesion, and encourages initiative and acceptance of responsibility.

6. Processes That Link the Actions.

a. Educate and Assess. These are the processes that each individual within the organization accomplishes each time they synchronize themselves to achieve balance within their personal and professional life, characterized in writing by an Individual Development Plan. Successful leaders blend a mix of assignments, education, and deployments to posture themselves to meet the needs of the organization and for positions of higher responsibility and promotion. The abilities of a leader, which are derived from innate capabilities and built from experience, education, and training, are improved by a process of lifelong deliberate development. A leader develops by living our core values, exercising and strengthening leadership competencies, acquiring professional and technical competence, and then acting on such abilities to accomplish the unit's mission, while taking care of the unit's personnel.

b. Counsel and Educate. These are the processes in which senior leaders educate subordinates, train subordinates, and nominate subordinates for institutional education. It starts with an understanding of the member's service educational system, and assessments of each subordinate's needs and goals. It provides opportunities and guidance for each of the pillars

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of education; Self-Education, Institutional Education, and Organizational Education. It is also one of the key ways that a leader serves as a role model for a subordinate; lifelong learning is a habit that is passed within the organization from leader to subordinate. Key products within this discussion is open and honest feedback between leaders and their subordinates, an organizational education program that is resourced and assessed like all other training.

c. Counsel and Assess. These are the processes in which leaders evaluate subordinates and assist in the selection of future leaders within the organization. It starts with career counseling and with an understanding of the member's service selection, training, and promotion system, and assessments of each subordinate's needs and goals. Germane to proper functioning of this system is an open and frank discussion between leader and subordinate regarding personal and professional goals as well as the needs of the organization, with the overarching goal of meeting the needs of both the service and the individual as the outcome. Key products within this system are counseling and evaluation reports. Key processes are the leader selection systems. Critical to building trust within the system is transparency within the assessment and selection processes.

7. Towards Providing a Common Operating Picture: There does not exist a single standard for organizational education or mentorship across the Iowa National Guard. Towards that end, a cross-service Leadership Development Working Group will create metrics and a briefing on the 7 measurable areas contained within paragraph 8 and Appendix 1 of this Annex. Once established, these will be sent to the field, and these will be briefed quarterly to me by General Officers responsible for each functional area.

8. Seven Measurable Tasks Throughout the Organization:

- 1) All subordinate leaders will complete career counseling on their direct subordinate leaders at least annually, using appropriate service regulation counseling forms, or locally developed forms where authorized.
- 2) All subordinate leaders will continue OER/NCOER, OPR/EPR per service timeline, with the addition of Counseling and Leader Development as a TAG additional bullet comment for counseling and evaluation.
- 3) All subordinate leaders will continue to brief their leaders and subordinates on the results of State

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selection processes to ensure transparency of the
process.

- 4) All subordinate leaders will complete a Self-Education plan that outlines goals for the rating period.
- 5) All subordinate leaders will complete an Individual Development Plan (Timeline) annually which will be reviewed by their direct supervisor as part of the counseling process.
- 6) Senior Leaders within the Organization will complete annually a 360 degree assessment.
- 7) All organizations will prepare, as part of their yearly training guidance, an outline of organizational education based upon training guidance contained in this strategic plan, as per the needs of their organization.